

HANDOUT - I

FOLLOW-UP AND RETENTION CASE STUDY EXAMPLES

CAPITAL REGION WORKFORCE DEVELOPMENT BOARD

Capital Region Workforce Development Board provides Workforce Investment Act (WIA) services to 37 towns and cities in Connecticut. Their goal for WIA youth services is “to enhance the youth development system by strengthening a regional system of services supporting high school completion, the transition to post-secondary education and/or employment, and vocational certification.” Some of Capital Region’s practices related to follow-up and retention include:

- Youth contractors receive memos from the local area reviewing WIA follow-up guidelines and stressing that follow-up includes pre- and post-exit elements.
- Post-exit data tracking, reporting and monitoring requirements are included in the local area’s youth RFP.
- The local area provides detailed guidance for youth contractors on the post-placement activities they should provide. This guidance includes reminding contractors that they are not required to exit youth immediately after placement.

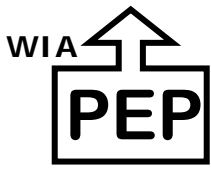
<http://www.capitalworkforce.org>

FRESH START

Fresh Start, established in 1989, is a program of the Living Classrooms Foundation (LCF), a non-profit organization operated for the benefit of the community of Baltimore at large. LCF uses maritime settings to provide hands-on education and job training, with a special emphasis on at-risk youth and groups from diverse backgrounds. Most of Fresh Start’s activities are conducted at LCF’s East Harbor Campus, a two-acre facility on the Inner Harbor of Baltimore, Maryland. (Excerpted from PEPNet Awardee Profile)

Some of Fresh Start’s practices related to follow-up and retention include:

- The program created a Workforce Development Center to provide a support network for youth from Fresh Start after they enter employment. The center provides life skills education and assistance with dealing with personal issues.
- Each Fresh Start graduate is assigned a retention specialist who contacts him or her three times per week during the first month of employment with less intensive contacts for the next eleven months.
- Retention specialists build relationships with numerous staff at companies or organizations that hire graduates.



<http://www.livingclassrooms.org>

KERN HIGH SCHOOL DISTRICT

Kern County High School District provides WIA youth services in and around Bakersfield, California. The school district has made a strong commitment to provide students with strong connections to employment and high education after graduation. One policy developed by the district related to follow-up and retention is:

- The district developed an innovative incentive payment policy for participant completion of career development activities, attainment of WIA goals and achievement of academic progress. Accumulated points can be exchanged for cash.

<http://www.kernhigh.org/>

Refer to Kern County Incentive Policy handout in reference section.

MOVING UP/VOCATIONAL FOUNDATION INC.

Moving Up/Vocational Foundation Inc.(VFI) was founded in 1936 in New York City to help young ex-offenders get the basic skills they needed to earn a GED and find employment. Currently, the organization provides vocational training, education, placement and support to hundreds of youth ages 17-21 from New York's poorest communities.

Some of VFI's practices related to follow-up and retention include:

- Case workers contact participants on the first day of placement to assess the participant's experience, to provide some "soft skills" reminders, and to maintain relationships.
- The organization provides workshops to participants after placement.
- Case workers provide "mediation" services and have an "on-call" system through which advisors are available 24 hours per day.
- Case workers meet with employers three or four days after placement and maintain regular telephone contact with employers.

<http://www.vfinyc.org>

MY TURN (MASSACHUSETTS YOUTH TEENAGE UNEMPLOYMENT REDUCTION NETWORK)

My Turn (Massachusetts Youth Teenage Unemployment Reduction Network) is a community-based organization founded in 1984 by a Brockton High School alumnus and successful businessman. It was created to improve the employment and career preparation skills for students at Brockton High School, where only 11.9 percent of graduates go on to earn



a bachelor's degree and 21 percent of the graduates under age 20 are jobless or out of the workforce. It now operates eleven youth initiatives in Boston and Southeastern Massachusetts for in- and out-of-school youth, focusing on career and college exploration and planning.
(Excerpted from PEPNet Awardee Profile)

Some of My Turn's practices related to follow-up and retention include:

- Teachers and Employers Actively Meeting (TEAM), gives employers and teachers the opportunity to work together to create and implement quality, hands-on projects for participants.
- Businesses provide feedback on the agency's curriculum and services.

<http://www.my-turn.org/>

NEW RIVER/MOUNT ROGERS WORKFORCE INVESTMENT BOARD

The New River/Mount Rogers Region is local workforce investment area in the southwestern highlands of Virginia, managing WIA services, including youth services, for ten counties and three cities. Although it is a predominately rural area, the region also includes some industrialized regions.

Some of New River/Mount Rogers' practices related to follow-up and retention include:

- The local area has developed a detailed youth follow-up services and performance policy.
- The local area specifically advises youth contractors to provide leadership development, support services, peer groups, and career advancement services for placed youth participants to help with job retention.

<http://www.nrvpdc.org/indexwib.html> : click on **Policies and Procedures**, then on **Youth Follow-Up Services and Performance Policy**.

OHIO CIVILIAN CONSERVATION CORPS

The Ohio Civilian Conservation Corps (Ohio CCC) was created by Ohio statute in 1977 and is a division of the Ohio Department of Natural Resources. In 1995, there was little legislative support for CCC resulting in threats to cut or eliminate the program unless it could prove it was effectively using tax dollars. Ohio CCC set about to make conservation/service a means to youth employment and development. In 1998, the program was selected by the National Association of Service and Conservation Corps as one of nine programs in the country to participate in the Corps-to-Career initiative, merging traditional CCC activities with best practices for youth/workforce development. (Excerpted from PEPNet Awardee Profile)



Some of Ohio CCC's practices related to follow-up and retention include:

- Follow-up services include an exit interview, followed by weekly contacts during the first month following exit, monthly contact during the first year, and quarterly contact for two years.
- Post-placement participants can take part in job club activities, special education and/or employment-related presentations, regular local and/or statewide events, and annual open houses.
- Alumni participants serve as tutors, mentors, and presenters for current participants.

Telephone: (614) 265-6423

OHIO LEARNING WORK CONNECTION

Ohio Learning-Work Connection is a project of the Center on Education and Training for Employment at The Ohio State University. The organization provides information and professional development to WIA youth councils and youth-serving organizations, focusing on youth council leadership, youth development system building, and involving youth in community development.

Some of Ohio Learning Work Connection's recommendations related to follow-up and retention include:

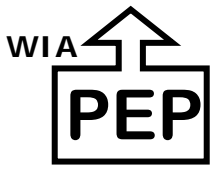
- Follow-up services should be integrated into individual service strategies and participants should be informed of follow-up services soon after registration.
- Program staff should create contracts with participants governing follow-up goals and develop a "mutually agreed upon" follow-up schedule.
- Programs should assign staff who have a close mentoring relationship with participants for follow-up services.

<http://www.ohiolearningwork.org>

SACRAMENTO EMPLOYMENT AND TRAINING AGENCY (SETA)

Sacramento Employment and Training Agency (SETA) manages WIA services for the city and county of Sacramento, California. Founded in 1978, the agency also provides Head Start and refugee services for its region. During 2003, SETA served over 45,000 customers through its many programs.

Some of SETA's practices related to follow-up and retention include:



- Staff are required to call participants within one week after employment, within one month and during the first week of the First Quarter after Exit to make sure the participant is still employed. Contact information is updated during each telephone call.
- The local area established a detailed schedule for post-placement follow-up contacts regardless of exit, stressing that contacts help assess the success of the placement, identify any necessary support services, and provide incentives.
- Participants are eligible for “non-cash benchmark incentives” at various intervals throughout the post-exit follow-up period if they reach certain goals.

<http://www.seta.net/> : click on **Sacramento Works Career Centers** then **Workforce**

Investment Act then **WIA Directives** then **Directive #02-09**.

VERDUGO JOBS CENTER

The Verdugo Jobs Center in Glendale, California provides vocational and career development resources through WIA for the cities of Glendale, Burbank, and La Cañada-Flintridge in the greater Los Angeles metropolitan area.

Some of Verdugo Jobs Center’s practices related to follow-up and retention include:

- Frequent post-placement contacts with employers.
- Employers are trained on how to assess and help participants be successful in the workplace.

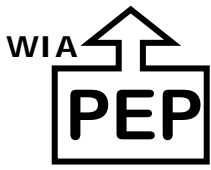
<http://www.verdugojobscenter.org>

YOUTHBUILD ROCKFORD

YouthBuild Rockford is a project of Comprehensive Community Solutions (CCS), a non-profit corporation, and began operating in 1995. It is the result of a planning process involving more than 25 local agencies and a pilot youthful offender program, both of which sought to address the growing lack of services in Rockford for out-of-school youth and a rising crime rate. (Excerpted from PEPNet Awardee Profile)

Some of YouthBuild Rockford’s practices related to follow-up and retention include:

- The program provides 12 months of follow-up services to all graduates, including education, job and career counseling, support services, leadership development and social activities.
- Follow-up services are provided in conjunction with an identified exit plan completed by case managers upon program exit.



Performance Enhancement Project

Designing a Follow-up/Retention System to Enhance Youth Customer and WIA Performance

- Program graduates can take part in any of the following leadership activities: participate in a speaker's bureau; serve as unpaid interns to program staff or as tutors, mentors or peer trainers to new trainees; assist with program orientation and retreats; serve as guest speakers for staff training sessions; serve on local youth boards or boards of local community-based organizations; recruit volunteers for the program; or participate in national, statewide and local youth conferences.

<http://www.youthbuildrockford.org>